

# **L'institutionnalisation de la prospective dans l'action publique**

**Analyse comparée des systèmes politico-administratifs  
britannique, néerlandais et wallon**

**Petit déjeuner de la SWEP**

12/10/2016

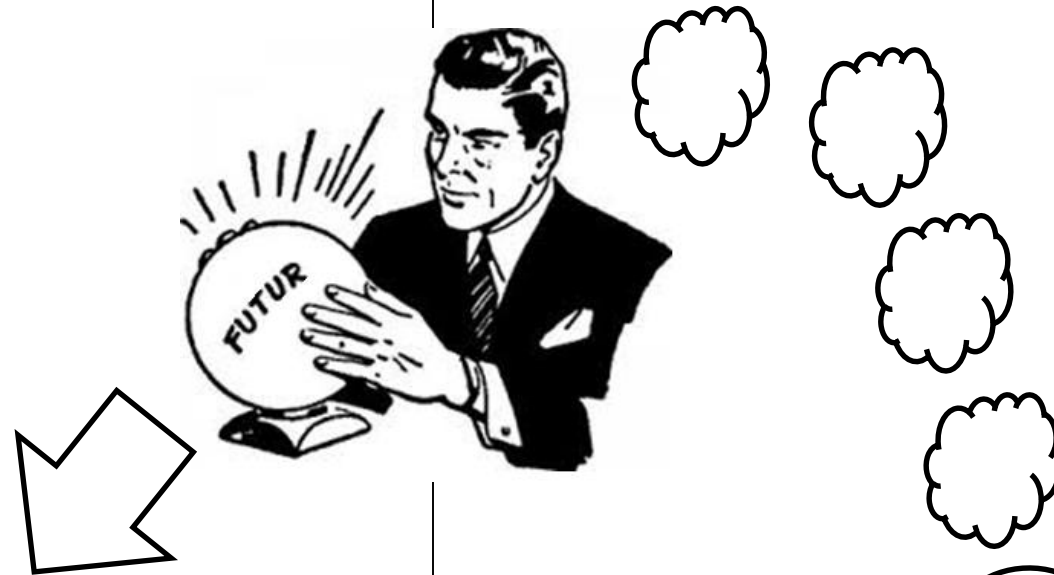
Maxime Petit Jean

# Le futur ?





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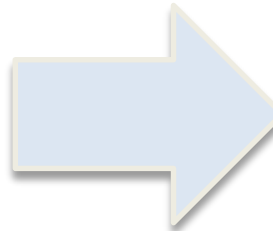
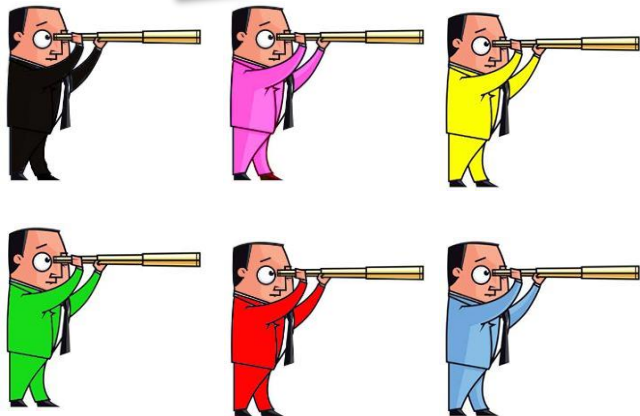
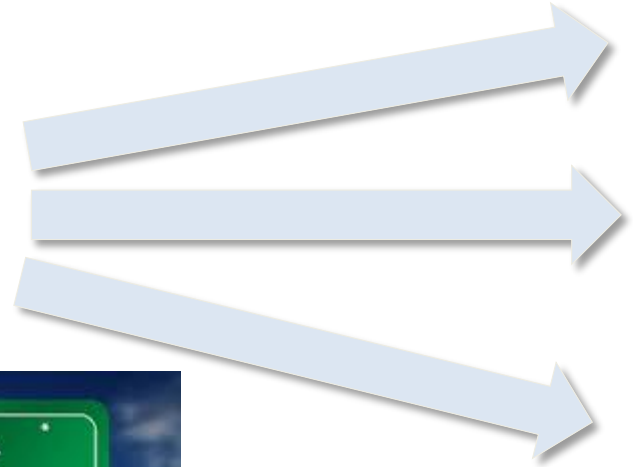






# La prospective

- ☐ Outil d'aide à la décision
- ☐ Futur à long-terme
- ☐ Pluralité de futurs
- ☐ Interdisciplinarité
- ☐ Approche systémique



# Un constat de départ



272



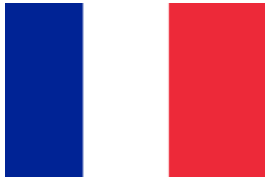
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270



131



198



75



174



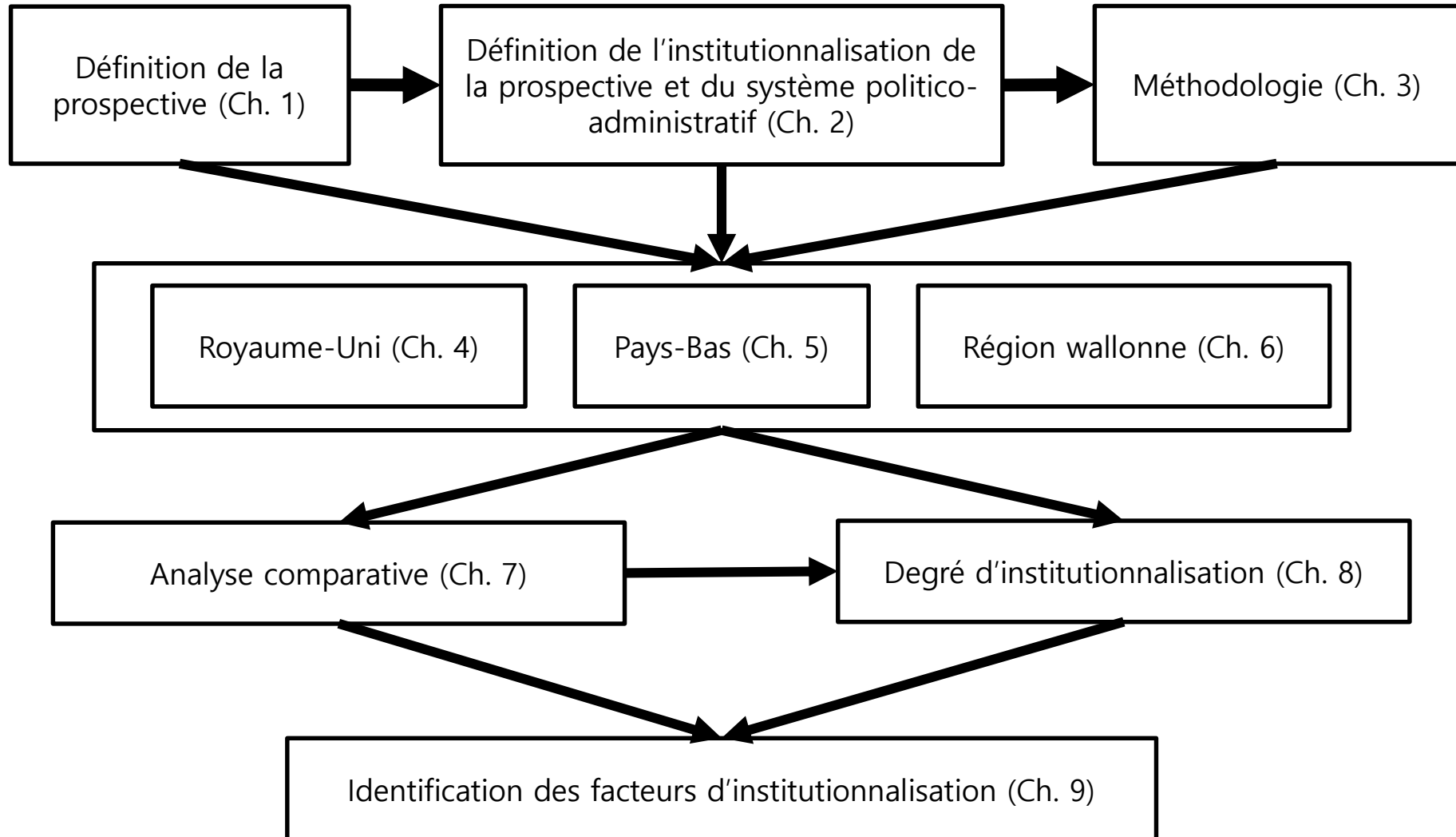
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# Une question centrale

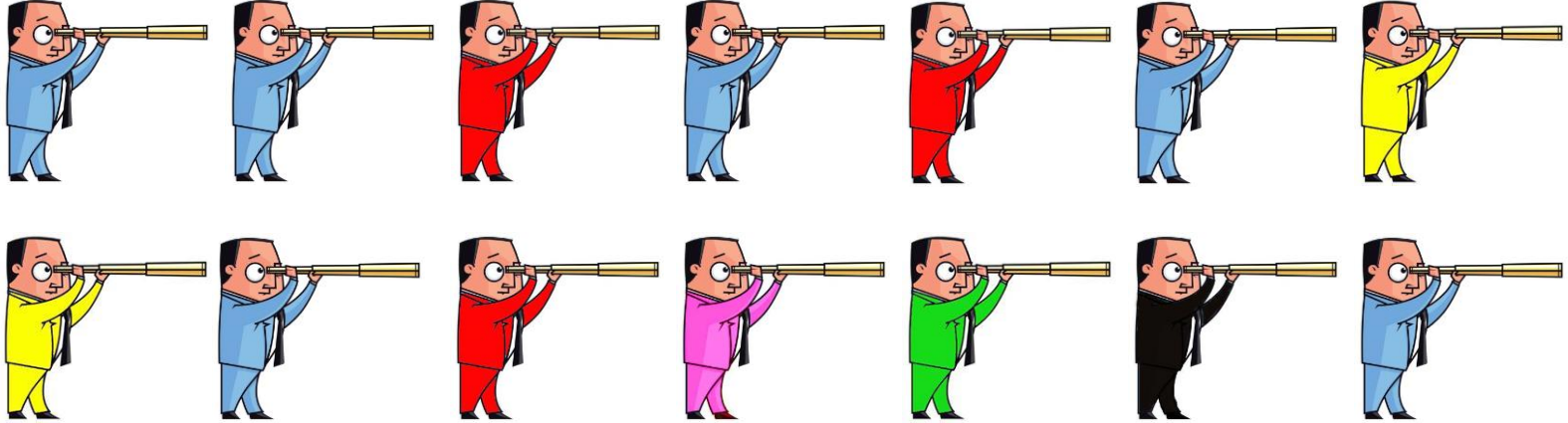
- ❑ **Comment s'institutionnalise la prospective dans l'action publique ?**
  - ❑ Quelle(s) **prospective(s)** ?
  - ❑ Quels **processus** d'institutionnalisation ?
  - ❑ Quels **acteurs** et **structures** des processus ?
  - ❑ Quels **facteurs** d'institutionnalisation ?
- ❑ Positionnement à l'intersection de la gestion publique, de la sociologie de l'action publique, des *futures studies* et des étude STS



# Comment y répondre ?



# Institutionnalisation de la prospective

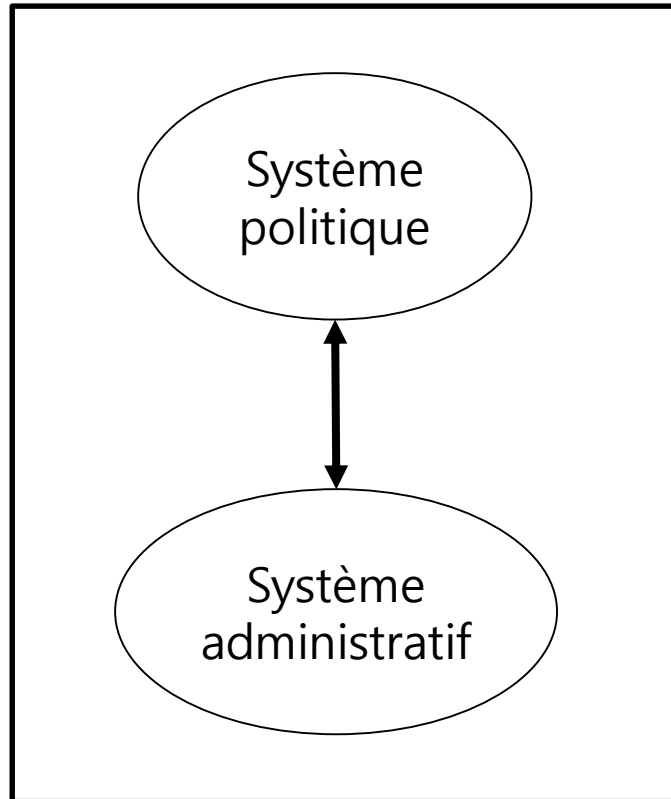


- ☐ Processus d'institutionnalisation
- ☐ Plusieurs approches au sein d'un même contexte
- ☐ Dimensions structurelles et cognitives

# Systeme politico-administratif

## Régime politico-administratif

Relations État – société



## Régime de connaissance

Structures du  
processus de  
production de  
connaissance

Croyances liées  
à la légitimité  
du processus de  
production de  
connaissance

# Méthodologie (1)

Systèmes politico-administratifs



Secteurs de politiques publiques



Période de  
40 ans

# Méthodologie (2)

2014-11-25 - Sandy Thomas

Fichier Début Créer Données externes Analyser Requête Explorer Disposition Affichage

Atteindre Actualiser Ouvrir Propriétés Édition Couper Copier Fusionner

Espace de travail Élément Presse-papiers Format Paragraphe Styles Édition Correction

Ok: How were the topics chosen?

Well, people always ask this question. The topics were chosen by a variety of means. Different Chief Scientists had different preferences. So, Dave King liked to have what he called "hot houses" where he'd bring together for 24 hours or more – and he could talk to you about this – very senior people from diverse backgrounds, but you know people I guess from industry. I didn't do ... I wasn't there. People from industry, people from government, experts, bring them together and ... bring together and get them to brainstorm about what new ideas might look like. And, as a result of facts, I'm thinking of which topics ... I think the obesity topic came out of that, I think the mental capital project came out of that. So, he ran at least two of those, I think, prior to my coming here. So, that's one approach, when you bring together people. The other approach which I think John Beddington used was to write to people and do a public consultation. Not public, but he would write to a selection of people. So, one time, he did that people you would expect, leading thinkers, people in government, captains of industry. Another time, we wrote to international commentators, a different kind of people, who were perhaps thought leaders. And then at the same time than those kinds of methods being used, there will always be ideas coming in. So, apart from obesity – it came out of this hot house – the topic. But it also came from the deputy CMO in the Department of Health. So, sometimes, these things would come from more than one source. And then, you test them out. So, sometimes, you'd have a topic where it looked compelling and another time, a topic which ... So, for example, global food and farming system, that came via Sir John's consultation with leading people. And ... What you would then do is you would craft together a shortlist of things that you've looked. You discovered things that you thought "well, that's a good idea but there are other resources, why would you do it?" Either it is too recent, or it has been done, it is too crowded a field, or no one's interested in government. Because the key ... one of the key criteria for doing foresight, selecting the topic what it must have support in government. So you wouldn't do it unless there were people in government that would be saying "we really value this and we'd like you to do it with our help". That was key to getting impact. Of course, that is never enough, because you can get a change of minister, you can have an election. And the support that you built up can erode, very quickly. So, there is never any guarantees that ... So, I think that's always quite challenging. That criterion was one of the most important, actually.

Then, you'd go around the department, say, it is really interesting doing this "what's your view?". A good example on that would be the food and farming project where that came high on the list of quite a lot of people who were consulted by Sir John Beddington. It was also at the time where there was a price pike in cereals prices, particularly wheat and rice. So, there was quite a lot of alarms among governments around the World about what this was happening. There was already a response from our Cabinet Office here to do a short report on food. And, in a sense, when they'd finish that, they did that quite quickly, they then handed the topic to us. And pointed one of their recommendations that we needed much better look at this for the future. That's what happen. So, that was a very good example. And then, that report had, you know, quite a lot of impact. Around that time, we had a change of government. So, again, you get to be affected to some extent by the appetite of different ministers for ongoing ... even different Chief Scientists for ongoing projects.

Choice of topics

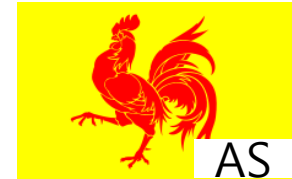
Stakeholder involvement

Impact

1999 - PIU - The Future and How we Thin 3 3 05-01-15 MPJ 05-01-1 MPJ

MPJ 402 éléments

# Deux premiers résultats majeurs



Secteurs  
politiques



Approches

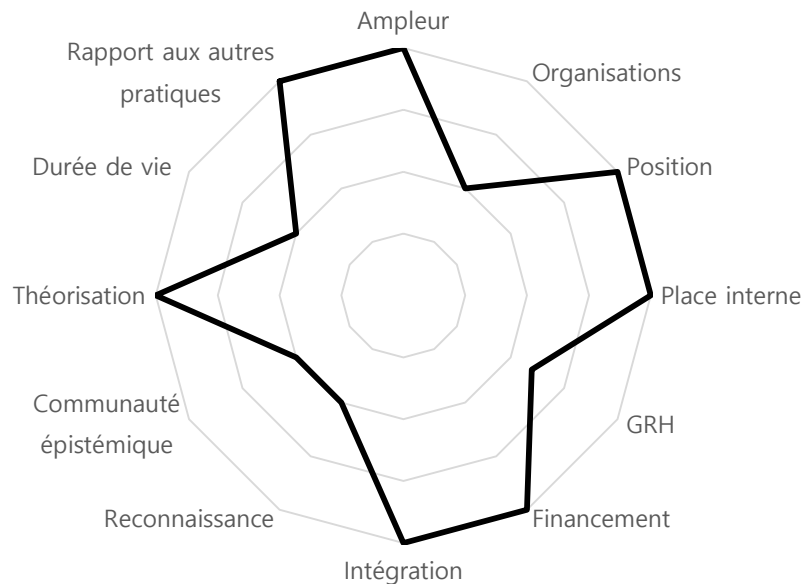


# Degré d'institutionnalisation

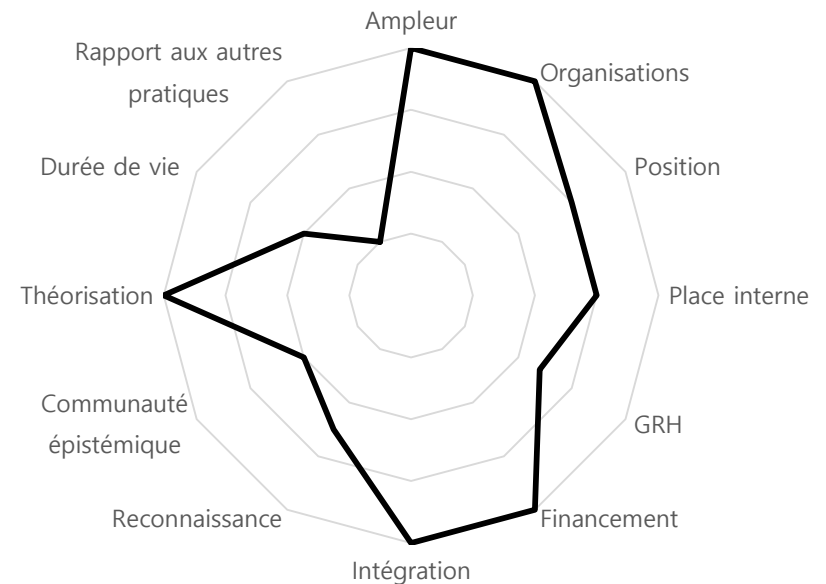
- ❑ Système de **mesure qualitative**
- ❑ Basé sur les **dimensions structurelles** et **cognitives** de l'institutionnalisation
- ❑ **Visualisation** grâce à des graphiques « radar »

# Approches britanniques

Approche par panels

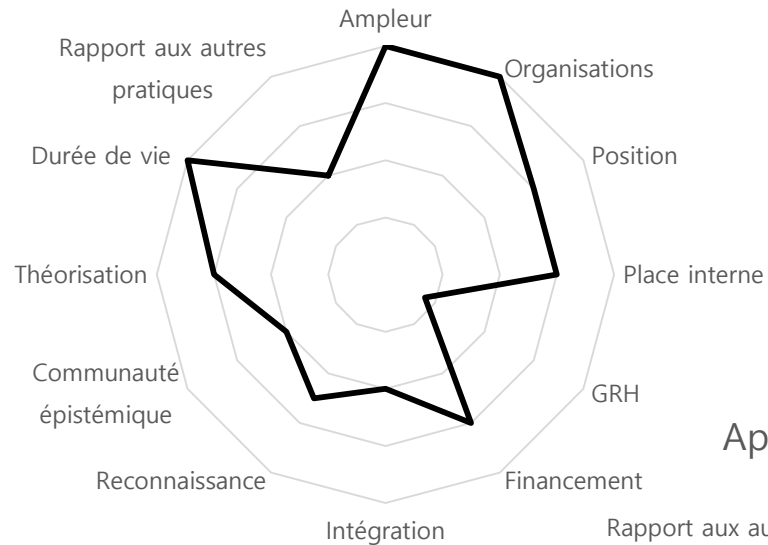


Approche par projet

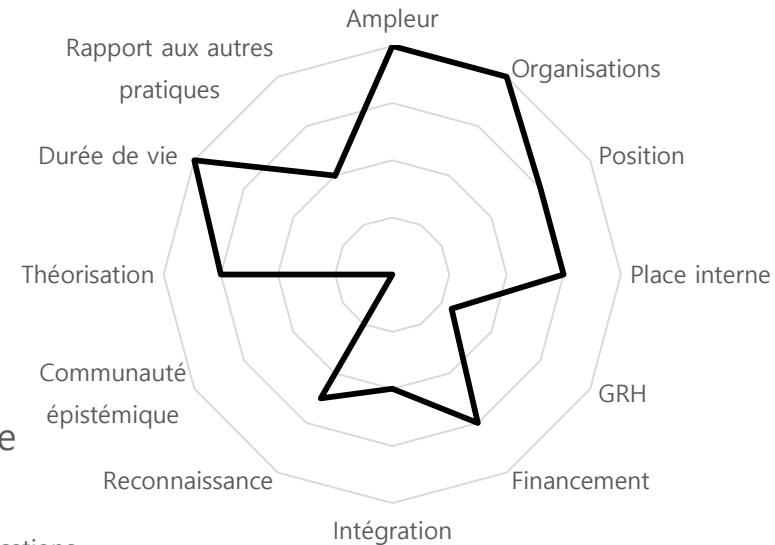


# Approches néerlandaises

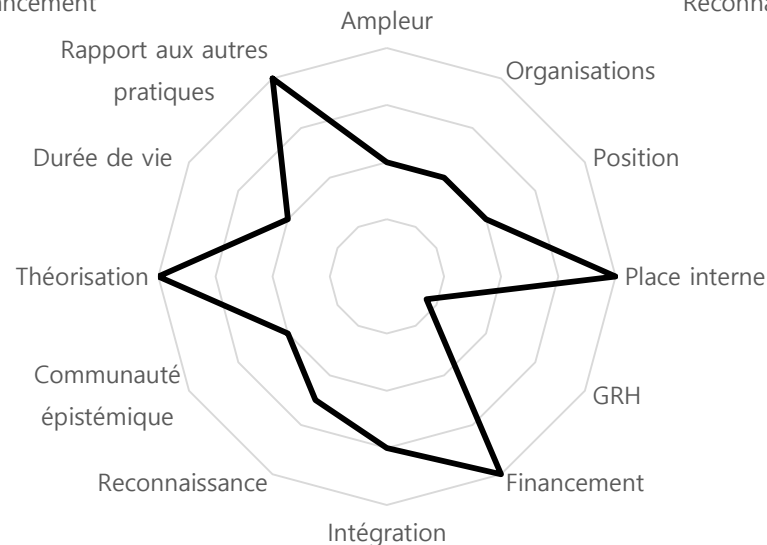
Approche scénaristique chiffrée



Approche scénaristique alternative



Approche technologique

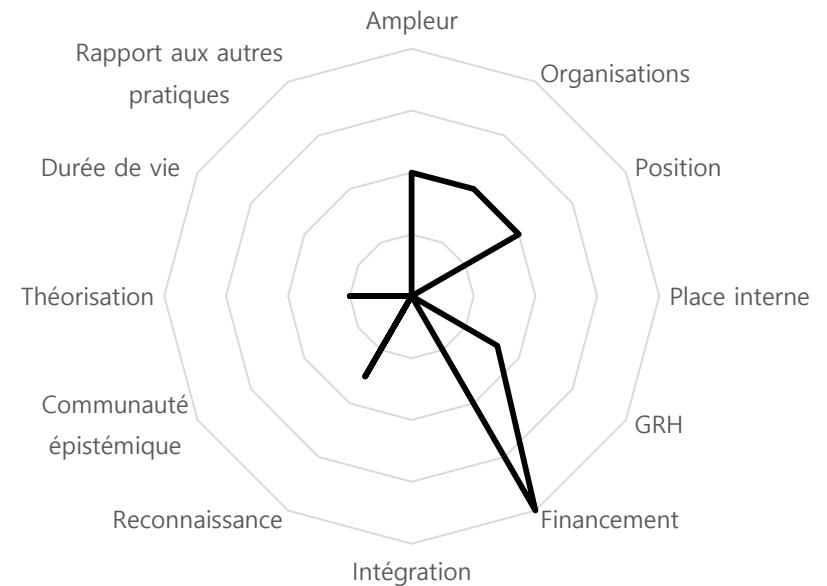


# Approches wallonnes

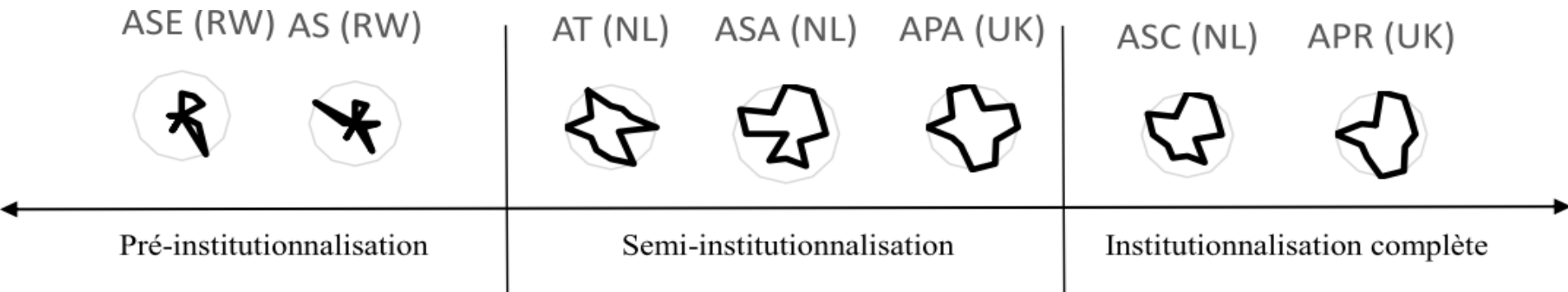
Approche sociétale



Approche scientifique exploratoire



# Trois phases d'institutionnalisation



# La construction des facteurs d'institutionnalisation

	Différences	Différences entre SPA	Similarités
<b>Approches</b>	Choix des méthodes Choix des participants Interdisciplinarité Choix du format de diffusion	Commanditaire Mode de financement	Choix des experts méthodologiques
<b>Processus</b>	Acteurs de création institutionnelle Présence de certaines activités de création institutionnelle Acteurs et présence d'activités de maintien et d'affaiblissement institutionnels	Présence d'activités de création institutionnelle	Acteurs de la construction de réseaux normatifs Présence de certaines activités de création institutionnelle Présence de fonctionnaires dans certaines activités de création, de maintien et d'affaiblissement institutionnels
<b>Degré d'I°</b>	Ampleur Place de la prospective dans une organisation Communauté épistémique Rapport aux autres pratiques	Position de l'organisation GRH Intégration au cycle de politique publique Reconnaissance Nature de la théorisation	/



# Six facteurs d'institutionnalisation (1)

- ❑ La structuration de l'approche prospective dans le régime de connaissance
- ❑ La légitimité de l'approche prospective au sein du régime de connaissance

# Six facteurs d'institutionnalisation (2)

- ❑ La nécessité de la théorisation
- ❑ L'appropriation des résultats par les acteurs centraux du processus décisionnels

# Six facteurs d'institutionnalisation (3)

- ❑ Le soutien des acteurs administratifs

- ❑ Le soutien des acteurs politiques

# En conclusion

- ❑ Différentes approches et variation du degré d'institutionnalisation
- ❑ Système politico-administratif > secteur de politique publique
- ❑ Rôle majeur du régime de connaissance, de la nature de la pratique et des acteurs politico-administratifs

# Merci de votre attention !

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